

JOINT SPECIAL OPERATIONS UNIVERSITY | SOCOM.MIL/JSOU



JOINT SPECIAL OPERATIONS UNIVERSITY | 2017

THE INFORMATION IN THIS FACTBOOK WAS COMPILED FROM MULTIPLE SOURCES BY THE DEPARTMENT OF ACADEMIC AFFAIRS. CLEARED FOR PUBLIC RELEASE: DISTRIBUTION UNLIMITED.

MARCH 2018

CONTENTS

Letter from the President	6
About JSOU	8
Mission	8
Vision	8
SOF Education Network	9
JSOU Leadership	. 10
JSOU SOF Chairs	. 11
JSOU Fellows	. 11
Faculty and Staff	. 12
Academic Guidance for AY18	. 17
AY17 Highlights and Accomplishments	. 17
Department of Academic Affairs	. 17
College of Special Operations	. 18
Enlisted Academy	. 18
Center for Continuing Education	. 19
Center for Strategic Studies	. 19
Library	. 21
Education Outreach Center	. 21
JSOU Press	. 23
JSOU Campus	. 24
Course Demographics and Evaluations	. 26
Professional Military Education	. 32
Online Distance Learning	. 33
International Engagement	. 34
College of Special Operations	. 35
Enlisted Academy	. 36
Center for Continuing Education	. 37
Glossary	38

LETTER FROM THE PRESIDENT





Academic year (AY) 2017 was a precedentsetting year for the Joint Special Operations University (JSOU). After years of planning, designing, and budgeting for the new JSOU academic facility on MacDill Air Force Base, we finally opened the doors to students with

the Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA) Class 25 entering on 18 January 2017. Later in April, we held a formal building dedication with General Thomas and CSM McCauley officiating. In attendance were the Honorable Kathy Castor, U.S. House of Representatives, other dignitaries from the Department of Defense (DoD), and the United States Special Operations Command (USSOCOM), plus several local media outlets.

As this organizational transformation was proceeding, JSOU was able to fully complete the Annual Academic Plan (or Playbook), and executed 100% of its budget for the second year in a row. In AY17, JSOU increased special operations forces (SOF) enrollment to 40% of overall students (from 34%), and increased or stabilized SOF education opportunities (74 courses; 240 iterations; 88 mobile events) while increasing overall student contact hours to 465 thousand (+19% from FY16). The Enlisted Academy curriculum was fully revised and the additional classrooms in the new facility allowed us to increased professional

military education (PME) attendance by 448 noncommissioned officers (+77%) and increase contact hours by 88 thousand (+84%). Also of note, we achieved the steady state targeted attendance of 60 students in JSOFSEA Class 26, while expanding international attendance and graduating our first interagency student. This year we revised four of our five fully online courses, while increasing their relevance and essentially making them new courses. We completed the third postgraduate certificate in Advanced Intelligence for SOF that includes the critical subject areas of cyber, counter proliferation, and combating weapons of mass destruction as the command focuses on these areas.

Additionally, JSOU concluded two formal agreements and received three presidential commitments with new partner schools, redefining our relationships to include research, faculty exchange, and symposium sponsorship. We added affiliations with new partners' degree programs, to include a Master of International Relations that accepts 12 JSOU postgraduate credits. Overall program success was demonstrated when 38 special operators graduated in June from Norwich University, all with significant JSOU credit accepted into their civilian degree programs. Other areas of outreach focused on realigning our research efforts to emphasize SOF strategic studies. As such, our research fellows sponsored two major symposia on key subject areas, conducted 18 research webcasts (new), and produced ten scholarly monographs including a three-book series on the "Theory of Special Operations," seven occasional papers, and three capstone projects with civilian universities. In a new start, the research team conducted six Commander Speaker Program events for professional development

and published a revised Commander's Recommended Reading List.

During the summer, JSOU reopened its doors to host the IPME II Satellite Program (a program ISOU helped develop) and will continue this association as long as the program remains viable. In supporting formal education, JSOU executed 71 teaching events with DoD's PME institutions including hosting 17 War College events in Tampa, while supporting three international PME universities (Poland, Colombia, and Romania). We increased theater special operations command (TSOC) engagement support by 45% in two years executing 112 international courses, and for SOCAF in particular, increased activities by +100% in only one year. Of particular note, JSOU conducted its first ever general officer/flag officer level international course on combating terrorism, thus completing a four-course series supporting the DoD's Regional Defense Combating Terrorism Fellowship Program (CTFP).

As USSOCOM celebrates its 30th Anniversary, and JSOU enters its 18th year, we find a growing demand from our force and partners for top-quality education that is relevant to the global environment. Just as USSOCOM has evolved to become an extraordinarily collaborative and effectively networked global combatant command, JSOU has adapted as well to meet the specific joint educational needs of the SOF enterprise. Our goal remains to reach full operational capability, consistent with the updated ISOU Charter. With numerous milestones successfully accomplished, it is time to complete the transformation, adapt the Commander's priorities into our programs, and inaugurate a new era in

SOF education wherein JSOU fully supports the emerging academic and intellectual needs of our community and

Specifically in AY18, JSOU must fully implement the tenets and requirements of the revised Charter for the JSOU and establish and update processes and procedures. We will continue to maintain and further develop North Atlantic Treaty Organization (NATO) accreditation using Allied Command Transformation standards while initiating exploratory development of an expanded accreditation profile that includes European colleges and universities. Of primary importance, JSOU will continue to adapt, refine, and perfect the extensive academic capabilities inherent in the new JSOU facility and take maximum advantage of its high tech potential for improved student learning. We will fully implement a JSOU institutional assessment and improvement philosophy using existing best practices of civilian academia. The key measure of effectiveness is a clear, unambiguous cycle of systematic review, analysis, and implementation that advances the quality of our curricula and improves support to our students. Above all, JSOU will continue to place our people first and invest in their academic and professional development. This must be a constant priority and be fully integrated into the routines of all faculty, staff, students, and associates.

Brian a. Maker

Dr. Brian A. Maher, SES President

THE YEAR IN PICTURES



THE RIBBON CUTTING CEREMONY



GEN. RAYMOND A. THOMAS III SPEAKS AT THE JSOU OFFICIAL GRAND OPENING



JSOU SENIOR LEADERS GREET VISITORS TO



USSOCOM 30TH ANNIVERSARY SYMPOSIUM



'PASSING THE SWORD' CHANGE OF ENLISTED **ACADEMY LEADERSHIP CEREMONY**



US DEFENSE SECRETARY JAMES MATTIS VISITS JSOU FOR A TOWN HALL FORUM

JSOU Factbook 2017 JSOU Factbook 2017 7



ABOUT JSOU

Mission

THE MISSION OF THE JOINT SPECIAL OPERATIONS UNIVERSITY (JSOU) IS TO PREPARE SPECIAL OPERATIONS FORCES (SOF) TO SHAPE THE FUTURE STRATEGIC ENVIRONMENT BY PROVIDING SPECIALIZED JOINT PROFESSIONAL MILITARY EDUCATION (PME), DEVELOPING SOF-SPECIFIC UNDERGRADUATE AND POSTGRADUATE-LEVEL EQUIVALENT CURRICULUM, AND BY FOSTERING SPECIAL OPERATIONS RESEARCH, ANALYSIS, AND OUTREACH IN SUPPORT OF THE USSOCOM OBJECTIVES.

Vision

The first choice for special operations education and knowledge throughout the world.

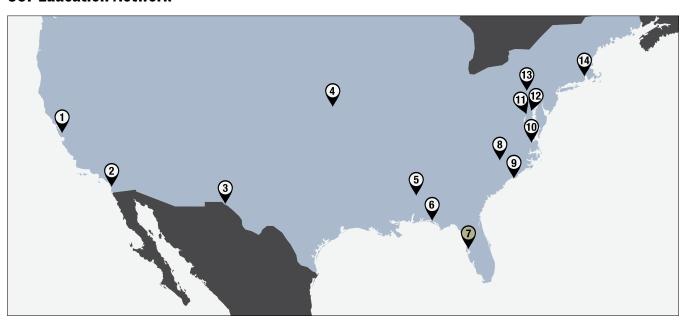
A globally recognized academic institution of higher learning dedicated to enhancing special operations knowledge and its application. The vision is achieved by maintaining high academic standards, delivering high-quality and relevant instruction, when and where needed, retaining a highly credentialed faculty proficient in multiple teaching methods and by rapidly adapting to a changing global environment. The result is a career-long framework of joint SOF education that, when combined with Service-provided educational opportunities, significantly improves the intellectual competence of the force to successfully perform current and future special operations missions.



JSOU STAFF PHOTO

The SOF professional education vision is to prepare SOF to solve ambiguous, complex problems across the spectrum of conflict by providing dynamic and adaptive professional education opportunities via existing joint and Service PME programs or through developing and delivering SOF-unique programs. The JSOU campus is located at MacDill AFB, Tampa, FL. JSOU liaisons are at or near SOF component headquarters in the Washington, D.C., area; Fort Bragg, NC; Hurlburt Field, FL; Coronado, CA; and NATO SOF Headquarters, Belgium. JSOU also conducts a mobile education team (MET) program for educating units worldwide. Contact the university for more information on how JSOU can tailor a course to meet unit-specific educational needs.

SOF Education Network



- 1. Naval Postgraduate School, Monterey, CA
- Naval Special Warfare Center, Center for SEAL & SWCC, Coronado, CA
- 3. U.S. Army Sergeants Major Academy, Ft. Bliss, TX
- 4. Army Command & General Staff College, Ft. Leavenworth, KS
- Air Command and Staff College, Air War College, Air Force Senior Noncommissioned Officer Academy, Maxwell AFB, AL
- 6. U.S. Air Force Special Operations School, Air Force Special Operations Air Warfare Center, Hurlburt Field, FL
- 7. Joint Special Operations University, MacDill AFB, FL
- 8. John F. Kennedy Special Warfare Center and School, Ft. Bragg, NC
- 9. Marine Corps Special Operations School, Camp Lejeune, NC
- 10. Joint Forces Staff College, Joint and Combined Warfighting School, Joint Advanced Warfighting School, Norfolk, VA

- 11. Marine Corps Command and Staff College, Marine Corps War College, Marine Corps University, Quantico, VA
- National War College, the Eisenhower School, College of International Security Affairs,
 National Defense University, Ft. McNair,
- Washington, DC 13. U.S. Army War College, Carlisle, PA
- College of Naval Command and Staff, College of Naval Warfare, U.S. Navy Senior Enlisted Academy, U.S. Naval War College, Newport, RI

Not shown: NATO School, Oberammergau, Germany, and the NATO SOF Training and Education Program, Brugelette-Chièvres, Belgium

JSOU Leadership



Dr. Brian A. Maher President



COL John E. Murphy Vice President



CMDCM Richard V. Puglisi Command Senior Enlisted Leader



Dr. Joe E. Kilgore Chief of Staff



CSM Warren D. Soeldner Commandant, Enlisted Academy



Dr. Anna T. Waggener Dean of Academics



Mr. George McNair Director, Center for Continuing Education



Mr. Frank Reidy Interim Director, Center for Strategic Studies



Mr. Michael McMahon Dean, College of Special Operations

JSOU SOF Chairs

COL Michael Richardson U.S. Army, Naval Postgraduate School

Col Eric Espino U.S. Air Force, National Defense University

LTC Gregory Reck U.S. Army, Marine Corps University

Mr. Michael Bennett Joint Forces Staff College

JSOU Fellows

DISTINGUISHED FELLOWS

Chuck Cunningham Lieutenant General, U.S. Air Force, Retired

Dell L. Dailey Ambassador at Large, U.S. Department of State, Retired Lieutenant General, U.S. Army, Retired

David Hopley, UK Officer of the Most Excellent Order of the British Empire, Colonel, Royal Marines, (Ret)

Wade Ishimoto, Highly Qualified Expert, Retired, former Special Assistant to the Deputy Under Secretary of the Navy

Frank Kearney Lieutenant General, U.S. Army, Retired

Phil Kensinger Major General, U.S. Army, Retired

Paul E. Lefebvre Major General, U.S. Marine Corps, Retired

James R. Locher III Former Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict

Tom Matthews Major General, U.S. Army, Retired

Hector Pagan Brigadier General, U.S. Army, Retired David Passage U.S. Ambassador, Retired

James Q. Roberts Colonel, U.S. Army, Retired Senior Executive Service, Retired

Pete Schoomaker General, U.S. Army, Retired

Thomas Smith Command Sergeant Major, U.S. Army, Retired

Michael Spigelmire Lieutenant General, U.S. Army, Retired

Konrad Trautman Colonel, U.S. Army Retired; Defense Intelligence Senior Leader

Donny Wurster Lieutenant General, U.S. Air Force, Retired

RESIDENT SENIOR FELLOWS

David Ellis Ph.D., International Relations, Comparative Politics

Wyman Irwin MMAS, Lieutenant Colonel, U.S. Army, Retired

Paul Lieber Ph.D., Mass Communications and Public Affairs

Peter McCabe Ph.D., Political Science, Colonel, U.S. Air Force, Retired

AY17-18 SENIOR FELLOWS

Juan Alvarez Colonel, U.S. Air Force, Retired

Roby Barrett Ph.D., Middle Eastern and South Asian History, Former Foreign Service Officer

James Forest Ph.D., Higher Education Administration Thomas Henriksen Ph.D., History

Bernd Horn OMM, MSM, CD, Ph.D. Colonel, Canadian Army, Retired

Russell Howard Brigadier General, U.S. Army, Retired

James Kiras Ph.D., History

William Knarr Ed.D., Adult Education, Colonel, U.S. Army, Retired

William Mendel Colonel, USA, Retired

Alvaro de Souza Pinheiro Major General, Brazilian Army, Retired

James F. Powers, Jr. Colonel, U.S. Army, Retired

Celina Realuyo MBA, Professor of Practice, William J. Perry Center for Hemispheric Defense Studies

Charles Ricks M.A. English, Lieutenant Colonel, U.S. Army, Retired

Linda Robinson Public Policy Scholar, Wilson Center

Richard Shultz Ph.D., Political Science

Emily Spencer Ph.D., War Studies

Robert Spulak Ph.D., Physics and Nuclear Engineering

Jessica Turnley Ph.D., Cultural Anthropology

Harry R. (Rich) Yarger Ph.D., History, Colonel, U.S. Army, Retired

Faculty and Staff

To accomplish its mission, JSOU employs an extremely diverse workforce, all of whom are hired or assigned to a variety of staffing programs. The staff and faculty include active duty, active reserve, temporary duty reserve, government civilians, civilian contractors, private consultants, guest lecturers, and speakers. Simply put, the university could not perform as well as it does without the diverse efforts of all of these people. JSOU's active duty military personnel are assigned by USSOCOM or the Service components. Reserve component military personnel serve in whatever way best supports the organization's mission as directed by JSOU leadership.

Government civilians are hired through the U.S. civil service personnel system, and non-government civilians are hired in accordance with appropriately submitted and funded contracts. Adjunct faculty and guest speakers/lecturers are hired on an as-needed basis to support specific educational



Defense Secretary Mattis addresses a USSOCOM town hall forum, held in the JSOU Auditorium.

requirements. Active duty and reserve military personnel are typically assigned to specific educational support requirements, i.e., to act as instructors of record or subject matter experts, but some are assigned to support mission and unit administration positions. Government civilians and civilian contractors also fill both educational and support roles.

Personnel funding is obtained from standard and nonstandard sources. For example, reserve personnel positions are not funded by JSOU, while some civilian staff positions are paid by limited grants or unfunded requirement requests. All faculty members attend the Faculty Development Course (FDC) or an approved substitute course. The FDC prepares JSOU faculty members and other selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. The curriculum is based on the joint PME instructional systems design (ISD) model applied in the joint special operations environment. Instructors are categorized as instructor, senior instructor, and master instructor.

Certified Higher Education Professional

A Certified Higher Education Professional (CHEP) certification recognizes employees of career education institutions who strive for excellence in their respective positions. Through completion of educational programs, individuals have enhanced their skills necessary to deliver the highest quality education to diverse student populations. The programs are designed to increase strategies for teaching and learning in adult educational environments, techniques for engaging and motivating students of various learning styles, and methods for improving both retention and student learning outcomes.

Executive and Command Staff	
	landou alon

Last Name	First Name	Rank/Grade	Instructor Job Title	Qualification	Education
Maher	Brian	SES	President	Senior	Doctorate
Murphy	John	COL	Vice President	*	Master's
Puglisi	Richard	CMDCM	Command Senior Enlisted Leader	Instructor +	Master's
Angle	Doug	GS-14	Chief Information Officer	Instructor	Master's
Armour	Spencer	GS-13	Director, Information Technology	*	Master's
Bennett	Michael	GS-14	SOF Chair, JFSC	Master +	Master's
Carson	Sean	CTR	Program Manager, BAH	*	Bachelor's

Espino	Eric	Col	SOF Chair, NDU	Instructor	Master's
Kilgore	Joe	GS-14	Chief of Staff	Master +	Doctorate
Reck	Greg	LTC	SOF Chair, MCU	Instructor	Master's
Richardson	Mike	COL	SOF Chair, NPS	Instructor	Master's
Tyler	Don	GS-14	Contracting Officer Representative	Instructor	Master's
Zimmerman	Neal	CTR	Program Manager, METIS	*	Master's

Department of Academic Affairs Faculty

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Waggener	Anna	GS-14	Dean of Academics	*	Doctorate
Meade	Shannon	GS-13	Associate Dean of Academics/ Director Institutional Effectiveness	Instructor	Master's
Carson	Kathryn	CTR	Lead Academic Counselor	Instructor	Bachelor's
Casey	Robin	GS-13	Director, Curriculum Management	Senior +	Master's
Curry	Sabrina	CTR	Instructional Designer	Instructor +	Master's
Edwards	Jeff	GS-13	Institutional Research Analyst	Instructor	Master's
Foster	Matthew	CTR	Instructional Designer	Instructor	Master's
Guidry	Beth	CTR	Registrar	*	Master's
Jones	Olander	GS-9	Registrar	Instructor	Master's
Norman	Kimberly	GS-9	Registrar	Instructor	Bachelor's
Sanicola	Robert	CTR	LMS Manager	Instructor	Bachelor's
Shiver	Joseph	GS-13	Director, Faculty Development	Master +	Doctorate
Taylor	Michael	GS-12	Director of Admissions	Senior	Master's
Tyler	Katherine	GS-13	Director, Distance Learning	Master +	Doctorate

Enlisted Academy Faculty

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Soeldner	Warren	CSM	Commandant	Instructor	Bachelor's
Winborn	John	SGM	Chief of Operations	Instructor	Some College
Ammen	Tipton	GS-12	Instructor, JSOFSEA	Master	Bachelor's
Armstrong	David	SGM	Instructor, JSOFSEA	Instructor	Some College
Arnts	Sean	SGM	Instructor, JSOFSEA	Instructor	Associate
Bailey	Brian	CTR	Instructor, Joint Fundamentals	Master +	Master's
Barnhart	Bryce	CTR	Lead Instructional Designer	Senior +	Master's
Bonilla	Jorge	MSgt	Instructor of Record, Enterprise Management	Instructor	Bachelor's
Brown	David	CTR	Instructor, Joint Fundamentals	Master +	Bachelor's
Bunnell Caffall	Mark Christopher	MSgt GS-13	Instructor, JSOFSEA Chief of Academics/Faculty Development	Instructor Master +	Associate Master's

^{*} Indicates Staff Member/FDC not required

JSOU Factbook 2017

⁺ Indicates Certified Higher Education Professional

Chin	Peter	CTR	Instructor, Enterprise Management	Senior +	Master's
Collins	Jason	SGM	Instructor, JSOFSEA	Senior	Some College
Decker	Steve	CTR	Instructor, Joint Fundamentals	Master +	Bachelor's
Dolasky	Kent	CTR	Instructor of Record, Enterprise Management	Master +	Master's
Edwards	Elijah	MSgt	Instructor of Record, Joint Fundamentals	Instructor +	Associate
Gamache	Bob	CTR	English Professor	Master +	Master's
Goettler	Ben	CTR	Instructor, JSOFSEA	Instructor	Bachelor's
Hill	Jason	SOCM	Instructor, JSOFSEA	Senior	Some College
Howell	William	GS-12	Instructor, JSOFSEA	Master +	Master's
James	Mark	GS-12	Instructor, JSOFSEA	Master	Master's
King	Harold	CTR	Instructor, Joint Fundamentals	Instructor	Some College
La Pella	Robert	CTR	Instructional Designer	Instructor +	Master's
Lundstrom	Michael	CTR	Instructor, Summit	Master +	Master's
Miller	Michael	SGM	Instructor of Record, Joint Fundamentals	Senior	Associate
Morse	Patrick	MSgt	Instructor, JSOFSEA	Instructor	Some College
Ortiz	Kathleen	CTR	Instructional Designer	Instructor	Ed Specialist
Ramon	Rolando	SGM	Program Director, JSOFSEA	Master +	Some College
Reilly	Joseph	SGM	Instructor, JSOFSEA	Instructor	Associate
Seamone	Scott	SMSgt	Instructor, JSOFSEA	Instructor	Bachelor's
Schuster	James	SMSgt	Instructor, JSOFSEA	Instructor	Associate
Shreve	Bart	CTR	Instructor, JSOFSEA	Master +	Master's
Smith	Aaron	SMSgt	Instructor, JSOFSEA	Instructor	Bachelor's
Smith	Mark	CTR	Instructor, Enterprise Management	Master +	Master's
Smith	Thomas	CTR	Instructor of Record, Summit	Senior	Bachelor's
Snyder	Dan	SBCM	Instructor, JSOFSEA	Senior +	Bachelor's
Southworth	John	CTR	Instructor, Joint Fundamentals	Master +	Bachelor's
Thomas	Troy	GS-12	Instructor of Record, JSOFSEA	Master +	Master's
Troublefield	Troy	SGM	Instructor, JSOFSEA	Senior +	Doctorate
Vigh	Michael	CTR	Instructor, Enterprise Management	Senior +	Bachelor's
Ware	Oscar	CTR	Instructor, Enterprise Management	Master +	Doctorate
Weaver	Carey	CTR	Instructional Designer	Instructor +	Master's
White	June	CTR	Instructional Designer	Instructor +	Bachelor's
Wolf	Ken	GS-13	Strategic Analyst	Instructor	Master's

Center for Continuing Education Faculty

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
McNair	George	GS-15	Director, Center for Continuing Education	Master +	Master's
D'India	Eric	LTC	Deputy, Center for Continuing Education	Master +	Master's
Alden	James	CTR	SOCPAC Desk Officer, International Education	*	Master's

Armistead	Brady	CTR	Secondary Instructor, TSPC	Master+	Bachelor's
Armstrong	John	GS-13	Instructor of Record, SOPC	Master +	Master's
Boyer	Rick	GS-14	Chief, Institute for Leadership Education	Master +	Master's
Breland	Scot	GS-13	Co-instructor, SOPC	Senior	Master's
Burgos	Carlos	CTR	Instructor of Record, SOCbT/ASOCbT	Senior	Bachelor's
Clawson	Harry	GS-13	Instructor of Record, JSOAC JOC	Master +	Master's
Coker	Ronald	CTR	Instructor of Record, SCPS-E/SCPS-A	Master +	Master's
Doan	Gilbert	GS-14	Chief, Institute for Staff Education	Master +	Master's
Edwards	Blake	GS-13	Instructor of Record, IMCC/ISNIC	Master +	Bachelor's
Howard	Wesley	CTR	Instructor of Record, IDT	Instructor	Master's
Jacobs	Christopher	GS-14	Chief, Institute for International Education	Master +	Master's
Jordan	Douglas	GS-13	Instructor of Record, SOF-SC	Master +	Master's
Navarro	Julio	CTR	Instructor of Record, ISOF/JSOTF/I2WDL	Senior +	Bachelor's
O'Donnell	Kris	GS-13	Instructor of Record, PEOS	Master +	Master's
Pereira	Eon	GS-13	Secondary Instructor, Functional Courses	Master +	Master's
Ramthun	Christian	CTR	Instructor of Record, IMCC	Senior	Master's
Robinson	Corinna	CTR	Instructor of Record, IECbTIS/CVE	Instructor	Doctorate
Stenger	Laura	GS-13	Instructor of Record, JSOFPCC	Master +	Master's
Sutherland	Hugh	GS-13	CTFP Manager/International Education	Master +	Master's
Wagner	Martin	CTR	Instructor of Record, C/JFSOCC	Senior +	Master's
Waller	Harold	GS-13	Instructor of Record, USEP-F	Master +	Bachelor's
Walmsley	John	LTC	Chief, Institute for Planning and Operations	Instructor	Master's
Zweibelson	Ben	CTR	Instructor of Record, DTP	Senior	Master's

College of Special Operations Faculty

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
McMahon	Michael	GS-13	Dean, College of Special Operations	Instructor	Master's
Carroll	Douglas	GS-13	Assistant Dean, College of Special Operations	Master +	Master's
Baggott	Sean	GS-14	Instructor of Record, COSI/CbTEIS/USEP-N/ Liaison NCR	Master	Juris Doctor
Bates	Christopher	GS-13	Instructor of Record ISOC	Master +	Master's
Bomberger	Rachel	CTR	Director, USSOCOM Research Library	Instructor	Master's
Carroll	Jon	CTR	Instructor of Record CASSA	Senior	Master's
Caterson	John	CTR	Instructor of Record SSR	Instructor	Doctorate
Chelsea	David	GS-14	JSOU Liaison to NSWC	Master +	Master's
Cobb	Norman	GS-13	JSOU Liaison to AFSOC	Master +	Master
Craven	Wendy	CTR	PME Visits Program Manager	Instructor +	Bachelor's
Dempsey	William	GS-14	JSOU Liaison to USASOC	Senior	Master's
Frumin	Amy	CTR	Instructor, Undergraduate Studies	Instructor	Master's
Garland	Kyle	CTR	Instructor, Graduate Studies	Senior +	Master's

Garrity	William	CTR	Instructor of Record CPOD/CWMD, PME Liaison	Instructor	Master's
Grzegorzewski	Mark	CTR	Instructor of Record ESOF	Senior +	Doctorate
Harig	Curt	GS-13	Instructor of Record SOFIACC	Master +	Doctorate
Harkins	Homer	GS-13	Instructor of Record CbTNIS	Master +	Doctorate
Harn	Stacy	CTR	Research Librarian	Instructor +	Master's
Maidens	Richard	Maj	Marine Corps Chair	Instructor +	Bachelor's
McCabe	Katherine	CTR	Systems Librarian	Instructor	Master's
Mis	James	CTR	Instructor, Graduate Studies	Instructor	Master's
Mitchell	Robert	GS-13	Instructor of Record I2SO	Master +	Juris Doctor
Moss	Tracy	CTR	Instructor, Graduate Studies	Senior	Master's
Mullins	Laura	CTR	Library Technician	*	Associate
Knarr	William	CTR	Instructor of Record ICSOF/SOIC	Senior	Doctorate
Peterson	William	GS-13	Instructor, Undergraduate Studies	Master +	Master's
Poucher	John	GS-14	Director, Graduate Studies	Senior +	Master's
Raney	Mark	GS-13	Instructor, Undergraduate Studies	Master	Master's
Rubright	Richard	CTR	Instructor of Record IWC	Senior	Doctorate
Sager	Steven	CTR	Instructor of Record CASO	Senior +	Doctorate
Searle	Thomas	CTR	Instructor of Record ESO/SUSO	Senior	Doctorate
Wilhelm	Chase	CPT	Instructor, Graduate Studies	Instructor	Master's

Center for Strategic Studies Faculty

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Ballard	Boyd	GS-14	Director, Center for Strategic Studies	Senior +	Master's
Reidy	Francis	GS-13	Deputy Director, Center for Strategic Studies	Master +	Master's
Ellis	David	CTR	Resident Senior Fellow	Instructor	Doctorate
Feeley	Sean	CTR	Outreach Coordinator	Master +	Master's
Irwin	Wyman	CTR	Resident Senior Fellow	Senior	Master's
Lieber	Paul	CTR	Resident Senior Fellow	Instructor	Doctorate
McCabe	Peter	CTR	Resident Senior Fellow	Senior	Doctorate
Nalepa	Robert	GS-13	Editor in Chief, JSOU Press	Instructor +	Master's

^{*} Indicates Staff Member/FDC not required

Academic Guidance for AY18

Strategic Objective

Support the USSOCOM Commander's priorities of:

- 1. Win
- 2. Transform
- 3. People

In AY18, JSOU will complete its transition to its MacDill AFB permanent location. Our goal remains to reach full operational capability in AY18, consistent with the updated JSOU Charter. To date, this transformation has been ongoing and reflective of the hard work, initiative, and vision of the dedicated JSOU faculty and staff. With numerous milestones successfully accomplished, it is time to complete the transformation, adapt the Commander's priorities into our programs, and inaugurate a new era in SOF education wherein JSOU fully supports the emerging academic and intellectual needs of our community and partners.

To complete this transformation, JSOU must accomplish the following:

- 1. Implement the tenets and requirements of the revised Charter for the Joint Special Operations University
- 2. Establish updated standards, processes and procedures as found in our nation's top civilian colleges and universities, as they apply to the JSOU mission and organization.
- 3. Continue to maintain and further develop NATO understanding using Allied Command Transformation guidelines while exploring interoperability as a Partner for Training and Education Centre (PTEC).
- 4. Continue to adapt, refine, and perfect the extensive academic capabilities inherent in the new JSOU facility and

- take maximum advantage of its high tech potential for improved student learning.
- 5. Demonstrate a continuous JSOU institutional assessment and improvement philosophy. The measure of effectiveness is a cycle of systematic review, analysis and implementation that advances the quality of our curricula and improves support to our students.
- 6. Continue to place our people first and invest in their academic and professional development. This must be a constant priority of all supervisors and fully integrated into the routines of all faculty and staff.

AY17 Highlights and Accomplishments

Department of Academic Affairs

The Department of Academic Affairs supported the evolving mission of USSOCOM and the JSOU commitment to pursue best academic practices for student success. Continuing the example of providing education to SOF through innovative ways, Academic Affairs implemented several major initiatives for the improvement of student learning.

The Division of Curriculum Management established a rigorous and documented annual curriculum review process for the university courses to remain current, effective, and in support of USSOCOM objectives. The Curriculum Review Committee (CRC) members consider materials that support the process such as student learning objectives, student assessment, student survey responses, and overall target audience partic-

ipation. The committee identifies strengths and weaknesses and recommends courses of action that will add to student achievement.

The Admissions Department successfully coordinated a classroom management and scheduling process that flawlessly optimized the scheduling and support of all JSOU courses, USSOCOM-sponsored events, and all other outside organization events. The classroom management and scheduling process includes classroom features that can accommodate the request of facilities, information technology, and equipment. The Division of Distance Learning created the Distance Learning Handbook to support the instructors in designing, developing, and implementing the highest quality of practice



Dr. Maher welcomes the Honorable Kathy Castor, U.S. Representative to the JSOU grand opening ceremony.

JSOU Factbook 2017

⁺ Indicates Certified Higher Education Professional

in teaching adult learners in resident, blended, and fully online courses. The best practices in distance education are provided in this handbook and it also addresses technical and andragogic support for faculty teaching in an online environment to include multimedia educational technology. Additionally, the Distance Learning Division created and produced the first campus orientation video for students, faculty, and staff. This video is available prior to attendance and enhances the student experience.

In addition to onsite and offsite faculty development courses, the Division of Faculty Development implemented an online course for adjunct faculty that consists of curriculum development and developing as an instructor at JSOU. The Education Outreach Center added George Washington University and New England College to the JSOU list of partner schools which also includes Excelsior College, Norwich University, and the University of Charleston West Virginia. At a glance, these institutions consider up to 21 undergraduate hours and up to 12 graduate hours for JSOU students through articulation agreements. The Institutional Effectiveness Division undertook an extensive study for target audience determination which resulted in defining SOF operators, SOF enablers, and other SOF participation in our courses. Finally, Academic Affairs hosted the AY17 JSOU Special Operations Forces Education Conference, "Overcoming Barriers to Special Operations Forces Education," with plenary and breakout sessions and panel discussion.

With the clearly defined mission of JSOU, the Department of Academic Affairs is dedicated to quality education and to helping students achieve success. The JSOU educational philosophy is grounded in Bloom's Taxonomy within a dynamic and technologically supported learning environment. With student learning as a fundamental component of the mission, using results of program, course, and student learning outcomes will improve teaching effectiveness and student learning. The Department of Academic Affairs will fully support the way forward in classroom management and technology, curriculum review, and faculty development during AY18.

College of Special Operations

The College of Special Operations (CSO) was very successful in executing its SOF-focused core missions of conducting undergraduate and graduate education, supporting USSOCOM's role in PME, conducting applied research and curricula development on emerging strategic and operational issues affecting USSOCOM, and continued to develop an academic library during AY17.

CSO faculty supports all of the university's educational mission areas by providing instruction in in the Enlisted

Academy's CEP 3 and 4 courses, the Center for Continuing Education (CCE) with their efforts across the theater special operations commands (TSOCs), and the Center for Strategic Studies (CSS) with research projects and facilitation of symposia and monographs. The college continues to integrate a series of courses transferred from CCE.

During AY17, the college also made significant progress toward analyzing the impact of weapons of mass destruction and cyberspace activities and operations on USSOCOM and the SOF enterprise in the near to medium-term time period. In both cases, the college developed a nascent educational network of SOF, military, and civilian organizations to facilitate the curricula development for this mission areas. The curricula development process in AY17 created educational concepts that will be executed in AY18 as pilot courses. The USSOCOM Library continued to expand its online resources and research assistance.

Although the college was successful this year, it faces two areas of continuing challenges. The first challenge of reapportioning the college's courses across the curricula and certificates by organizing by curricula areas and creating a selection of electives valid for the different certificate programs is relatively minor. Curricula realignment remains a priority for AY18, and CSO anticipates the completion of the third (the Advanced Special Operations Intelligence) certificate and the initial development of a fourth (Strategic Planning, Operational Art, and Design-focused) certificate. The last AY17 goal of developing the ability to simultaneously execute courses across multiple SOF locations was not achieved due to technology and distributed classroom challenges and remains an issue of significant concern for all the college's programs.

During the coming year, the college anticipates aligning courses and seminars into associated functional and conceptual areas in order to provide more comprehensive and mutually supported education for members of the SOF enterprise.

Enlisted Academy

In AY17, the Joint Special Operations University Enlisted Academy (JSOU-EA) conducted numerous outreach activities, revised and updated program curricula, and continued to execute SOF-specific joint PME. JSOU-EA recognizes the importance of creating relationships and partnerships with organizations outside the academy to foster innovation and provide unique opportunities for the enlisted students.

CEP 1, 2, and 4 are functional courses, designed to fill critical education gaps for the SOF enlisted "operator" and select enabler force that are not satisfied by Service or SOF component training and education institutions.

CEP 3 (JSOFSEA) is a senior enlisted professional military education program and has gained Service "Senior" EPME equivalency from the Army, Navy, and Air Force.

Navy and Air Force personnel receive full Service "Senior" EPME-equivalent credit for their attendance to JSOF-SEA.

In addition to completing JSOFSEA, Army Service members must complete a modified distance learning module for the United States Sergeants Major Academy (USASMA), non-resident Sergeants Major Course (SMC), to satisfy selected Army peculiar education requirements. On completion, Army Service members receive full Service "Senior" EPME-equivalent credit for their attendance to JSOFSEA and are also recognized as graduates of the USASMA, SMC.

There is no United States Marine Corps (USMC) equivalent "Senior" EPME for the USMC.

From an outreach perspective, JSOU-EA contributed to the annual Service Academy's Enlisted Commandant's Workshop at the Marine Corps Education Command in Quantico, VA and provided SOF-specific PME at the Joint Enlisted Curriculum Conference (JECC) hosted by Joint Knowledge Online (JKO) in Suffolk, VA.

To ensure alignment with other educational organizations, JSOU-EA fostered partnerships for international outreach with NATO's Special Operations School by conducting enlisted PME meetings and briefings.

JSOU-EA strengthened its alignment with degree programs from Norwich University, University of Charleston West Virginia, Excelsior, and New England College partner schools and created opportunities for Enlisted Academy students to earn undergraduate and graduate-level credits.

To ensure relevance, meet the ever-changing needs of the SOF operator, and align with command guidance, JSOU-EA engages in a regular and thorough JSOU curriculum review process. The Joint Fundamentals Course enrolled over 500 students, and the Enterprise Management Course enrolled over 500 students with 96% on a college degree completion track.

Also, to enhance interagency participation, JSOFSEA graduated the first Department of Homeland Security (DHS) student. The JSOFSEA program enrolled 205 students and increased class size to 60 students in AY17.

The Summit Course provided 24 graduates to serve in nominative billets. Of 13 nominative command SELs, ten are currently Summit Course graduates.

Center for Continuing Education

The Center for Continuing Education (CCE) provides tailored special operations education support to the USSO-COM headquarters, components, TSOCs, PME institutions, and throughout the global network of partners with over 165 iterations of 39 courses reaching over 8,000 students across the world. CCE conducted over 106 educational events in support of the TSOC partnership engagement strategy. Funding support for the TSOC partnership engagement strategy was approximately \$7.9 million of non-Major Force Program 11 (MFP-11) funding. The Center for Continuing Education has four institutes that are responsible for supporting the USSOCOM enterprise. The Institute for Staff Education is responsible for TSOC staff education and functional courses. The Institute for Leadership Education conducts the Joint Special Operations Force Pre-Command Course, the Combined/Joint Forces Special Operations Component Commanders Course, and the USSOCOM Staff Education Program. The Institute for Planning and Operations teaches the Operational Planning, Air Operations Planning, and USSOCOM Design Thinking courses. The Institute for International Education supports the USSOCOM enterprise partnership engagement strategy by filling the gaps with foreign partners. CCE has three military members, eighteen government civilians, five full-time contractors, nine United States Army Reserve members, and 89 part-time adjunct faculty members to meet the continuing education requirements of the USSOCOM enterprise.

Center for Strategic Studies

During AY17, the Center for Strategic Studies (CSS) continued its success in pursuing research and publishing for the SOF enterprise. Nine new monographs were produced in the JSOU Press series. Unique in 2017 was the release of a three-volume theory series on special operations, authored exclusively by JSOU faculty and research fellows. Nine occasional papers were produced – the most ever – in wide-ranging subjects such as Preventing Weapons of Mass Destruction Proliferation – Leveraging SOF to Shape the Environment and Special Operations Forces as Change Agents. In collaboration with the National Defense University's (NDU) Center for Complex Operations, a Prism volume dedicated to special operations was published and distributed.

The outreach program remained a strength in the center this past academic year. Two symposia were conducted, both in the new university facility. The first, hosted by JSOU and the University of South Florida, was on Understanding Political Violence: Closing the Divide Between Theory and Practice, and featured twelve JSOU faculty and research fellows on the various panels. The second symposium, Countering Tran-

sregional Terrorism, was conducted in association with the United States Special Operations Command – North and the Canadian Special Operations Forces Command Education and Research Centre. In addition, the Resident JSOU Senior Fellows fulfilled facilitation or panel participant roles in other symposia and academic conferences such as the Special Operations Research Association and the National Defense Industrial Association's annual events.

CSS continued to leverage student talent in civilian and military academic institutions, matching student research efforts to topical areas valued by USSOCOM leaders and staff. The initiatives included research and presentations by Harvard University, the Georgia Institute of Technology, and – for the third year – the Middlebury Institute of International Studies at Monterey. Working with the university's SOF chairs at the Joint Forces Staff College and National War College, CSS supported NDU's Combatant Command Scholars' Program and student presentations made to the USSOCOM Vice Commander.

Facilitating prominent guest lecturers to the SOF enterprise, in person or via the All Partner Access Network webcast, was a flourishing activity in AY17. Planning and executing the USSOCOM Commander's Guest Speaker Program included academic and think tank expertise (e.g., Tuft's University, Johns Hopkins University, the Center for Strategic and International Studies) and world-known authors and scholars (e.g.,



Dr. David Kilcullen and Dr. Peter Singer). Monthly webcasts included a diverse set of topics and expertise; some examples included the Bush School of Government and Public Service, Texas A&M, San Jose State, Norwich University, and the Perry Center for Hemispheric Defense Studies.

Looking ahead to AY18, CSS will continue to focus on conducting vital research for USSOCOM and publishing widely on topics valuable to the special operations community. Growing relationships with perennial international partners like CANSOFCOM and developing new collaborative lines of effort with academic, think tank, and military research elements will remain a priority. Collecting and disseminating professional articles, prominent speakers, and scholarly products physically and electronically will continue to be a CSS

outreach pursuit.

In summary, in AY17 the CSS's small fulltime staff of eight, supplemented by part-time and contracted efforts, successfully printed and distributed 18,400 copies of publications; conducted or collaborated on research and symposiums; and provided widely known speakers either physically or virtually via webcast across the SOF community, the Service/joint PME institutions, and the DoD.



Unveiling the building dedication plaque.



The USSOCOM Library entrance is located inside the JSOU main lobby.

JSOU STAFF PHOTO

LIBRARY

The USSOCOM Library continued its support of the JSOU faculty and students. The library staff maintained a growing and relevant physical collection of books, audio-books, videos, and periodicals as well as an online presence consisting of academic databases, e-books, librarian-created research guides, and an online catalog for JSOU's distance learners. The library bases its collection acquisitions on works relevant to special operations and the subject matter of the courses taught at JSOU, as well as faculty and student suggestions.

In addition to providing course-relevant resources, the librarians provide in-class instruction on library usage, research, and copyright. Students are issued library IDs and passwords for the duration of courses that require library reference.

The library increased its print and e-book collection by four percent with the addition of over 400 new titles. Also, the library subscribed to three additional academic databases including ProQuest's Dissertations and Theses Global.

With the move to the new JSOU facility, the library has enjoyed increased collection capacity and the faculty and students have benefited from the new commercial computer stations and collaboration areas in the library. The addition of computer stations has contributed to the capability of the librarians to offer enhanced hands-on research instruction.

EDUCATION OUTREACH CENTER

The JSOU Education Outreach Center was established to help the SOF community further their civilian education and to enhance their professional knowledge and capabilities. The center can assist each SOF member as they navigate their educational journey and help prepare them for academic and professional success. JSOU has articulation agreements with civilian colleges and universities so that our students can maximize their military training and education

by receiving upper-level and graduate-level college credit for JSOU courses. JSOU is partnered with Excelsior College, George Washington University, New England College, Norwich University, and the University of Charleston. JSOU's partnerships allow the SOF community to be able to complete either a bachelor's or master's degree from a regionally accredited school within two years fully online. Each of the schools have also offered reduced tuition rates within the

tuition assistance cap. The center advises over 1,500 students annually across the SOF enterprise. This year the center has expanded its partnerships and degree program offerings by increasing articulation agreements to an additional two universities. The intent is that through tailored support, more SOF enlisted personnel will achieve an educational milestone that supports the USSOCOM Commander's commitment to educating SOF.



The USSOCOM Library is a valuable on-campus resource for students and faculty alike. JSOU STAFF PHOTOS



JSOU PRESS



TSOU Press is the publishing JSOU arm of the CSS. JSOU Press products include over 150 published monographs, occa-

sional papers, special reports, case studies, and directed studies in both printed and digital format. Established in April 2005, JSOU Press is largely identified through the line of JSOU Press monographs. During AY17, JSOU Press published nine monographs and nine occasional papers authored by JSOU Senior Fellows, PME students, and other scholars on topics relevant to the joint SOF community. The Special Operations Research Topics publication is promulgated each academic year to stimulate interest for research projects relevant to the SOF enterprise. Widely distributed, the topics list is aligned with the USSOCOM Commander's priorities and serves to influence and guide SOF-relevant research throughout academia, think tanks, and PME institutions.

ALL JSOU PRESS PUBLICATIONS CAN BE FOUND ON THE JSOU LIBRARY WEBSITE AT: jsou.libguides.com/jsoupublications

AY17 JS0U Press Publications:

Cultural Intelligence for Special Forces Personnel by Russell D. Howard, Greta Hanson, and Carly Laywell, November

IS and Cultural Genocide: Antiquities Trafficking in the Terrorist State by Russell D. Howard, Marc D. Elliott, and Jonathan R. Prohov, November 2016

A Unified Theory for Special Operations, Richard W. Rubright, May 2017

A Social Marketing Analysis for Suicide Prevention Initiatives in US-SOCOM: A Framework for Future Research and Success, R. Craig Lefebvre, May 2017

Special Operations Research Topics 2018, June 2017

Tunisia, Algeria, and Morocco: Change, Instability, and Continuity in the Maghreb, Roby Barrett, June 2017

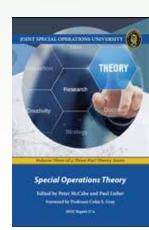
Outside the Box: A New General Theory of Special Operations, Tom Searle, July 2017

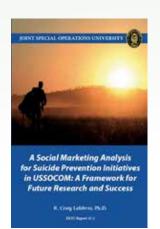
Special Operations Contracting: 21st Century Approaches for Service and Technology Acquisition, Benjamin Tkach, July 2017

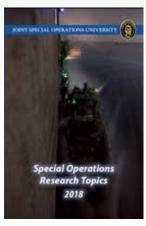
Special Operations Theory edited by Peter McCabe and Paul Lieber, foreword by Professor Colin S. Gray, August 2017

2017 Special Operations Student Essays, Erik Stanfield, Garrett Searle, Christopher Thielenhaus, and Justin Frazier, September 2017



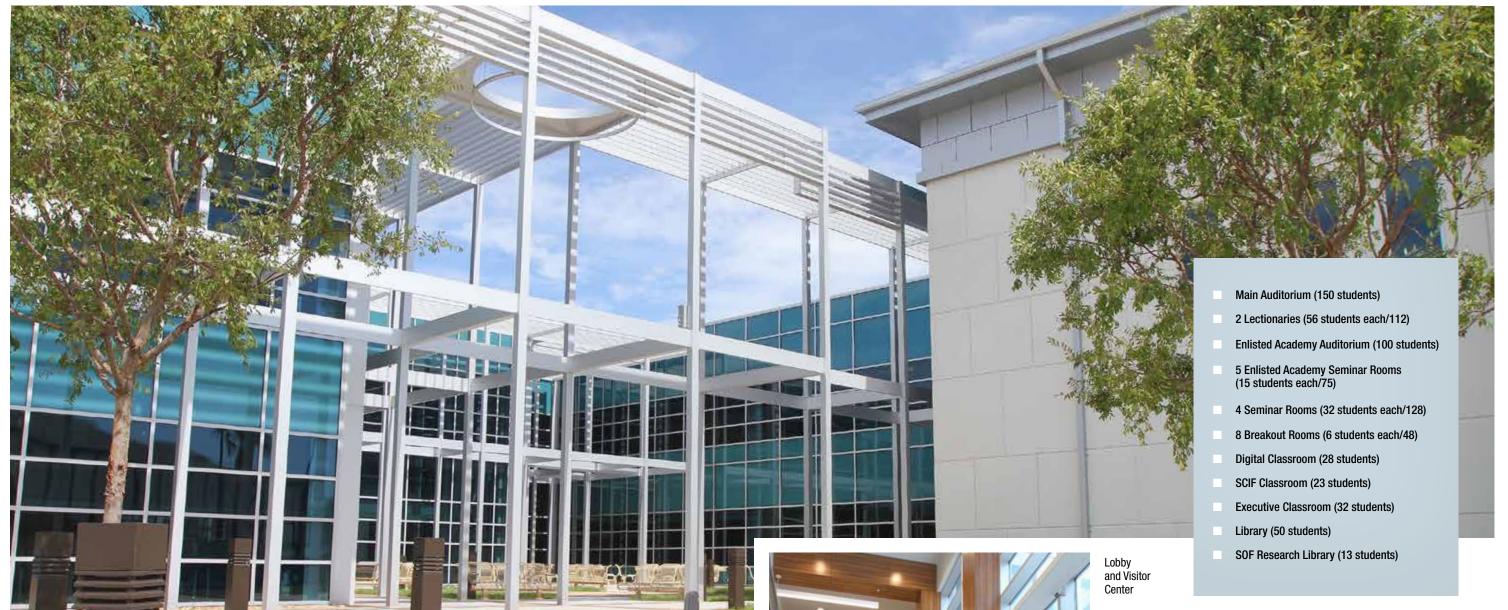






A FREE DIGITAL SUBSCRIPTION FOR JSOU PRESS PUBLICATIONS IS AVALABLE AT jsou.libquides.com/jsoupublications

JSOU Factbook 2017 JSOU Factbook 2017 23



THE JSOU CAMPUS

In 2017, JSOU opened the doors to its new main campus. Collocated with the USSOCOM Headquarters at MacDill AFB in Tampa, this modern facility was specifically designed with education in mind, serving as the central hub for innovative, joint SOF education while supporting traditional resident courses. The campus is an instructional system composed of classroom/seminar rooms with adjoining breakout spaces, two auditoriums, faculty and staff office spaces, the USSOCOM Library, media development areas, organizational support facilities, and student areas. It also boasts an array of integrated modern capabilities to best facilitate resident, blended, and distance learning courses.

Within the campus halls is the College of Special Operations, the JSOU Enlisted Academy, the Center for Continuing Education, the Center for Strategic Studies, and the Department of Academic Affairs. This world-class facility represents the significant commitment of USSOCOM to educate its force. This new building ensures the university is well on its way to becoming a preeminent 21st century educational institution recognized as the center for joint special operations learning and research.



JSOU Factbook 2017 25

24 JSOU Factbook 2017

JSOU STAFF PHOTOS

COURSE DEMOGRAPHICS AND EVALUATIONS

Demographics

Course demographic data are gleaned from the university's student registration system for courses taught on station, off station, and online. Course data are organized into five categories: Resident, JSOU-EA, MET, DL, and support to PME activities.

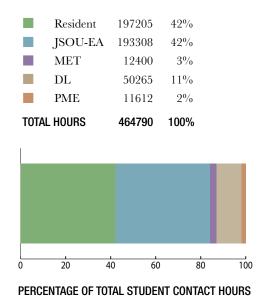
Data Validity

Student information is gathered directly from student electronic registration or by submitted paper forms. Consequently, as with any database of this kind, errors may exist in spite of every effort to prevent them. The numbers most accurately represent the student population that completed JSOU courses.

Total Students 13081

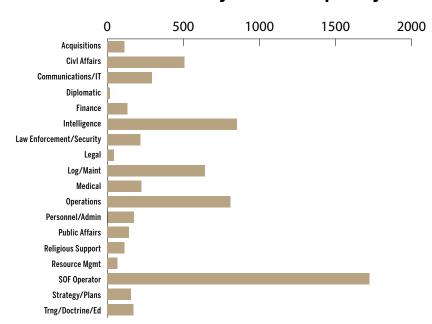
USA	4242	$34^{\circ}/_{\circ}$
USAF	2076	17%
USN	1581	13%
USMC	1015	8%
USCG	22	$0^{\circ}/_{o}$
CIV	871	7%
CTR	309	$2^{0}/_{0}$
IA	166	1%
INT'L	2326	18%

AY17 Student Contact Hours



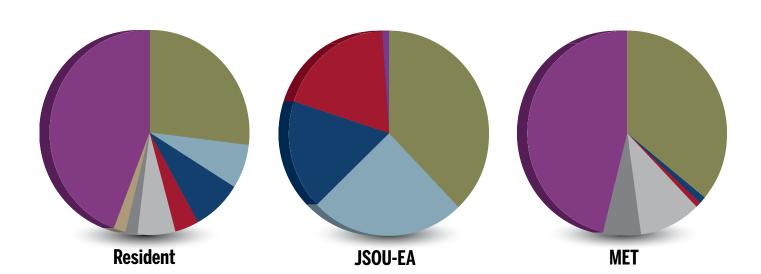
AY17 Students By Profession/Specialty

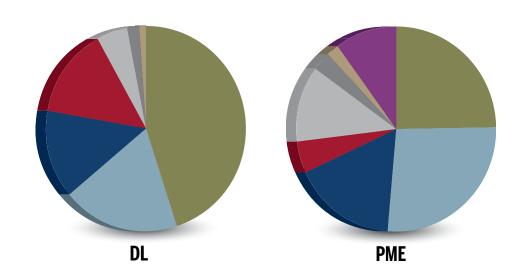
DEMOGRAPHIC SAMPLE 12608



Sample: 6291 surveyed Resident, DL, and EA students in AY17.

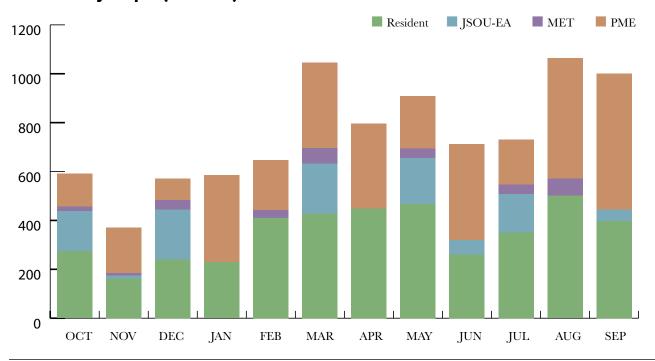
AY17 Student Demographics by Service and Method of Instruction





	■ USA	USAF	■ USN	■ USMC	■ USCG	\blacksquare CIV	■ CTR	■ IA	■ INT'L
Resident	27%	7%	8%	4%	0%	6%	2%	2%	44%
JSOU-EA	38%	25%	17%	19%	0%	0%	0%	0%	1%
MET	36%	0%	1%	1%	0%	10%	6%	0%	46%
DL	47%	18%	14%	12%	0%	6%	2%	0%	1%
PME	25%	27%	17%	5%	0%	12%	3%	2%	10%

AY17 Monthly Output (Students)



End-of-Course Evaluations

At the end of each Resident, JSOU-EA, MET, and DL course, students are asked to indicate the extent to which they agree with the following overall course evaluation statements:

- 1. The course was well organized.
- 2. The objectives of the course were successfully achieved.
- 3. The content of the course was what I expected or better.
- 4. The information provided in the course will be useful to me in my job.
- 5. I would recommend this course to others.
- 6. Please indicate your overall level of satisfaction with this course.

Each student response is rated on a five-point scale, ranging from strongly disagree, or 1, to strongly agree, or 5. Lesson-by-lesson and overall course feedback results are collated, analyzed, and reported to the course directors. The overall score reflects the mean of the responses for the five end-of-course evaluation responses. The university average is shown in the last row of the table. This information is also included with each course description on the pages that follow. Evaluations of supported PME, pilot courses, and unique/tailored educational events are not included in the university average.

COURSE	Organization	Objectives	Content	Usefulness	Recommend	Satisfaction
Advanced Special Operations Combating Terrorism Course	4.7	4.3	4.3	4.4	4.7	4.6
Asymmetric Warfare Course	4.7	4.6	4.6	4.6	4.7	4.6
Civil-Military Operations Seminar	4.7	4.5	4.6	4.7	4.7	4.8
Combating Terrorism Executive Interagency Seminar	4.8	4.8	4.6	4.6	4.7	4.8
Combating Terrorist Networks Interagency Seminar	4.8	4.6	4.5	4.5	4.8	4.7
Combined/Joint Force Special Operations Component Commanders Course	4.9	4.7	4.9	4.9	4.9	4.9
Countering Violent Extremism	4.7	4.7	4.6	4.7	4.8	4.7
Counter-proliferation Opportunity Design	4.7	4.8	4.8	4.8	4.8	4.8
Covert Action and SOF Sensitive Activities	4.7	4.7	4.6	4.7	4.8	4.8
Cultural Analysis in Special Operations	4.6	4.7	4.5	4.6	4.7	4.6
Design Thinking for Practitioners	4.2	4.5	4.3	4.6	4.6	4.5
Employment of Special Operations	4.8	4.8	4.8	4.8	4.8	4.9

4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.8 4.6 4.5 4.8 4.5 4.5 4.7 4.7 4.7 4.7 4.7 4.7 4.7 4.7	4.6 4.2 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.4 4.4 4.2 4.3 4.6 4.5 5.0 5.0 4.6 4.5 4.5 4.5 4.5 4.5	4.6 4.6 4.7 4.3 4.4 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2 4.3 4.6 4.5 4.5 4.5 5.0 5.0 4.6 4.4 4.3 4.5	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.8 4.9 4.8 4.6 4.6 4.6 4.6 4.7 4.5 4.5 4.8 4.7 4.6 4.7 4.5 4.8 4.7 4.6 4.7 4.9 5.0 4.7 4.5 4.8	4 4 4 4 4 4 4 4
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.8 4.5 4.5 4.5 4.5 4.6 4.7 4.7 4.7 4.7 4.7 4.7 4.7 4.7	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.4 4.4 4.2 4.3 4.6 4.5 4.5 5.0 5.0 4.6 4.5 4.5 4.5	4.6 4.6 4.7 4.3 4.4 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.9 4.5 4.6 4.5 4.6 4.5 4.5 4.6 4.5 4.5 4.6 4.5 4.5 4.6 4.7	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.7 4.5 4.5 4.8 4.7 4.6 4.7 4.5 4.8 4.7 4.6 4.7 4.9 5.0 4.7 4.5	4 4 4 4 4 4 4 4
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.5 4.5 4.5 4.5 4.5 4.5 4.7 4.7 4.7 4.7 4.7 4.7 4.7 4.7	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.4 4.4 4.2 4.3 4.6 4.5 4.5 5.0 5.0 4.6 4.5	4.6 4.6 4.7 4.3 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2 4.3 4.6 4.3 4.5 4.6 4.5 4.5 4.5 4.6 4.5 4.6 4.7	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.6 4.7 4.5 4.5 4.8 4.7 4.5 4.7 4.6 4.7 4.7 4.9	4 4 4 4 4 4 4 4
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.5 4.5 4.5 4.6 4.5 4.7 4.7 4.7 4.7 4.7 4.7 4.7 4.7	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.4 4.4 4.2 4.3 4.6 4.5 4.5 5.0 5.0 4.6	4.6 4.6 4.7 4.3 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2 4.3 4.6 4.3 4.5 4.5 4.5 4.5 4.5 4.5 4.6	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.6 4.7 4.5 4.5 4.8 4.7 4.5 4.5 4.7 4.9 4.9	4 4 4 4 4 4 4 4
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.8 4.6 4.5 4.5 4.5 4.5 4.5 4.7 4.7 4.7 4.7 4.7 4.7 4.7 4.7	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.4 4.4 4.2 4.3 4.6 4.6 4.5 5.0 5.0	4.6 4.6 4.7 4.3 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2 4.3 4.6 4.3 4.5 4.5 4.5 5.0 5.0	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.8 4.9 4.6 4.6 4.6 4.6 4.7 4.5 4.5 4.8 4.7 4.5 4.5 4.8	4 4 4 4 4 4 4 4
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.5 4.5 4.5 4.5 4.5 4.6 4.4 4.4 4.6 4.7 4.7 4.7 4.7 4.7 4.7 4.7	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.4 4.4 4.2 4.3 4.6 4.6 4.5 5.0	4.6 4.6 4.7 4.3 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2 4.3 4.6 4.3 4.5 4.5 4.5 5.0	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.6 4.7 4.5 4.5 4.8 4.7 4.6 4.7 4.9	4444444444444.
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.5 4.5 4.5 4.5 4.6 4.4 4.4 4.6 4.7 4.7 4.7	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.3 4.4 4.4 4.2 4.3 4.6 4.6 4.5 4.5	4.6 4.7 4.3 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2 4.3 4.6 4.3 4.5 4.5 4.5	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.6 4.7 4.5 4.8 4.7 4.6 4.7	4 4 4 4 4 4 4 4
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.5 4.5 4.5 4.6 4.4 4.4 4.4 4.7 4.7	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.3 4.4 4.4 4.2 4.3 4.6 4.6 4.5	4.6 4.6 4.7 4.3 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2 4.3 4.6 4.3 4.5 4.5	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.6 4.7 4.5 4.5 4.8 4.7 4.6	4 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4.
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.5 4.5 4.6 4.6 4.5 4.6 4.5 4.5 4.6 4.7 4.7 4.7	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.4 4.4 4.2 4.3 4.6 4.6	4.6 4.7 4.3 4.4 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2 4.3 4.6 4.3 4.5	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.7 4.5 4.5 4.8 4.7	4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.5 4.5 4.5 4.5 4.6 4.5 4.6 4.5 4.6 4.5 4.6 4.6 4.7	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.3 4.4 4.4 4.2 4.3 4.6	4.6 4.6 4.7 4.3 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2 4.3 4.6 4.3 4.5 4.6	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.6 4.7 4.5 4.8	4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.5 4.5 4.5 4.6 4.5 4.5 4.5 4.6 4.6 4.5 4.5 4.6 4.6 4.6 4.6 4.6 4.6 4.6 4.6 4.6 4.6	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.3 4.4 4.4 4.4	4.6 4.6 4.7 4.3 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2 4.3 4.6 4.3	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.6 4.6 4.7 4.5 4.5	4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.8 4.5 4.5 4.5 4.5 4.5 4.6 4.5 4.6 4.7 4.8 4.8 4.8 4.8 4.8 4.8 4.8 4.8 4.8 4.8	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.3 4.4 4.4	4.6 4.6 4.7 4.3 4.4 4.9 4.7 4.7 4.6 4.4 4.9 4.4 4.2 4.3	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.6 4.6 4.7 4.5	4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4
4.5 4.7 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.8 4.5 4.5 4.5 4.6 4.5 4.6 4.6 4.5 4.6 4.6 4.6 4.6 4.6 4.6 4.6 4.6 4.6 4.6	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.4	4.6 4.6 4.7 4.3 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2 4.3	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.7	4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4
4.5 4.7 4.4 4.2 4.7 4.8 4.6 4.6 4.5 4.8 4.5 4.5 4.5 4.6	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3 4.3	4.6 4.7 4.3 4.4 4.4 4.9 4.7 4.6 4.4 4.9 4.4 4.2	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.6 4.6 4.6 4.6 4.6	4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4
4.5 4.7 4.7 4.4 4.2 4.7 4.7 4.8 4.6 4.6 4.5 4.8 4.5 4.5	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9 4.3	4.6 4.7 4.3 4.4 4.9 4.7 4.6 4.4 4.9	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.6 4.6	4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4
4.5 4.7 4.7 4.4 4.2 4.7 4.7 4.8 4.6 4.6 4.6 4.8 4.8 4.8 4.8 4.8 4.8 4.8 4.8 4.8 4.8	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3 4.9	4.6 4.7 4.3 4.4 4.4 4.9 4.7 4.7 4.6 4.4 4.9	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.9	4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4
4.5 4.7 4.7 4.4 4.2 4.7 4.7 4.8 4.8 4.6 4.6 4.5 4.8	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4 4.3	4.6 4.7 4.3 4.4 4.4 4.9 4.7 4.6 4.4 4.9	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6 4.9	4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4
4.5 4.7 4.7 4.4 4.2 4.7 4.7 4.8 4.6 4.6 4.5	4.4 4.6 4.2 4.7 4.6 4.6 4.7 4.4	4.6 4.7 4.3 4.4 4.4 4.9 4.7 4.7 4.6 4.4	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8 4.6 4.6	4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4. 4
4.5 4.7 4.7 4.4 4.2 4.7 4.7 4.8 4.8 4.6 4.6	4.4 4.6 4.2 4.2 4.7 4.6 4.6 4.7	4.6 4.7 4.3 4.4 4.4 4.9 4.7 4.7	4.7 4.6 4.9 4.3 4.6 4.8 4.9 4.9 4.8	4. 4. 4. 4. 4. 4. 5. 4.
4.5 4.7 4.7 4.4 4.2 4.7 4.7 4.8	4.4 4.6 4.2 4.2 4.7 4.6 4.6	4.6 4.6 4.7 4.3 4.4 4.4 4.9	4.7 4.6 4.9 4.3 4.6 4.8 4.9	4. 4. 4. 4. 4. 4. 5. 4.
4.5 4.7 4.7 4.4 4.2 4.7 4.7	4.4 4.6 4.2 4.2 4.7 4.6 4.6	4.6 4.6 4.7 4.3 4.4 4.4 4.9	4.7 4.6 4.9 4.3 4.6 4.8 4.9	4. 4. 4. 4. 4. 4. 5.
4.5 4.7 4.7 4.4 4.2 4.7	4.4 4.6 4.2 4.2 4.7 4.6	4.6 4.6 4.7 4.3 4.4 4.4	4.7 4.6 4.9 4.3 4.6 4.8	4. 4. 4. 4. 4. 4.
4.5 4.7 4.7 4.4 4.2	4.4 4.6 4.2 4.2	4.6 4.6 4.7 4.3 4.4	4.7 4.6 4.9 4.3 4.6	4. 4. 4. 4. 4. 4.
4.5 4.7 4.7 4.4	4.4 4.6 4.2	4.6 4.6 4.7 4.3	4.7 4.6 4.9 4.3	4. 4. 4. 4. 4.
4.5 4.7 4.7	4.4 4.6	4.6 4.6 4.7	4.7 4.6 4.9	4. 4. 4. 4.
4.5 4.7	4.4	4.6 4.6	4.7 4.6	4. 4. 4.
4.5		4.6	4.7	4. 4. 4.
	4.4			4. 4.
7.7		4.0		4.
4.7	4.5	4.6	4.8	
4.4	4.3	4.5	4.5	4.
	4.5	4.7	4.7	4.
				4.
				4.
				4.
				4.
				4.
				4.
				4.
				5.
				4.
				4.
			4.9	
9	4.7 4.3 4.9 4.7 4.6 4.7 4.6 4.7 4.2 4.5 4.9	4.8 4.5 4.9 4.7 4.2 4.3 4.7 5.0 6. 4.3 4.1 0. 4.9 4.6 6. 4.7 4.5 7. 4.6 4.5 8. 4.7 4.6 4.2 4.0 4.5 4.4 4.9 4.8	4.8 4.5 4.8 4.9 4.7 4.7 4.2 4.3 4.6 4.7 5.0 4.3 5. 4.3 4.1 4.5 6. 4.9 4.6 4.8 6. 4.7 4.5 4.6 7. 4.6 4.5 4.7 8. 4.7 4.6 4.6 4.2 4.0 4.2 4.5 4.4 4.5 8. 4.9 4.8 4.9	4 4.2 4.3 4.6 4.6 4 4.7 5.0 4.3 4.7 6 4.3 4.1 4.5 4.6 6 4.9 4.6 4.8 5.0 6 4.7 4.5 4.6 4.8 7 4.6 4.5 4.7 4.8 8 4.7 4.6 4.6 4.7 4.2 4.0 4.2 4.1 6 4.5 4.4 4.5 4.5 8 4.9 4.8 4.9 4.9

Note: Some courses were offered at both the graduate and undergraduate level. Please visit the JSOU website for a complete course listing

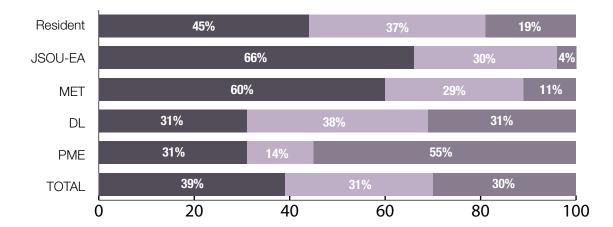
Target Population

For individual courses, SOF and SOF enabling students are given priority while remaining open course quotas are offered to conventional units on a space-available basis. Course capacity is determined by the size of the course's target populations and practical scheduling considerations. Major target populations include: SOF and SOF enablers, interagency partners, and coalition partners. Registering students were asked to select the appropriate SOF category to describe their overall career experience using the definitions provided.

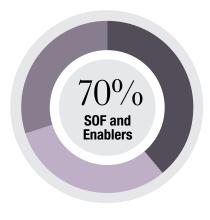
SOF: A person whose skill, function, or specialty is designated to the successful conduct of a special operations core objective.

SOF Enabler: A person whose skill, function, or specialty is essential and designated to support a special operations core objective or a person whose job or duty is not specifically designated as a SOF specialty.

Non-SOF: A person whose skill, function, or specialty is not essential to the successful conduct of a special operations core objective.

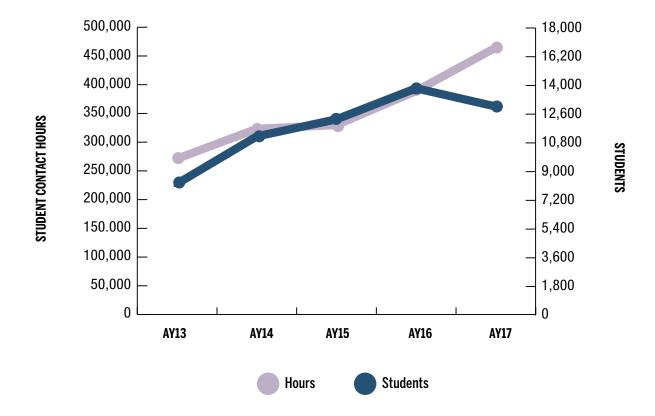


Overall SOF Attendance by Course Type							
■ SOF	■ SOF Enabler	■ Non-SOF	% SOF and Enablers				
1787	1456	740	81%				
666	302	39	96%				
153	73	27	89%				
1192	1435	1166	69%				
970	444	1704	45%				
4768	3710	3676	70%				
	■ SOF 1787 666 153 1192 970	■ SOF ■ SOF Enabler 1787 1456 666 302 153 73 1192 1435 970 444	■ SOF ■ SOF Enabler ■ Non-SOF 1787				



Students and Contact Hours

JSOU has maintained a steady increase in the number of total contact hours over the last five years. This is in part to expanding the Enlisted Academy's curriculum to all four phases of the Continuing Education Program, steadily increasing outreach through our distance learning courses, and increasing resident iterations in Tampa and worldwide.



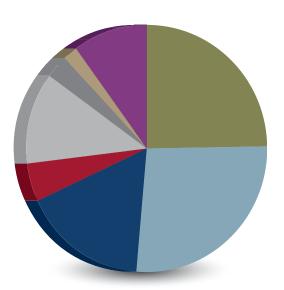
	Number of Students			Student Contact Hours			Avg Hrs Per Student					
	AY14	AY15	AY16	AY17	AY14	AY15	AY16	AY17	AY14	AY15	AY16	AY17
RESIDENT	1,698	2,422	4,051	4,168	90,009	122,369	193,203	197,205	53	51	48	47
JSOU-EA	445	684	585	1,033	67,286	82,378	104,814	193,308	151	120	179	187
MET	1,694	1,689	576	313	79,520	61,661	20,053	12,400	47	37	35	40
DL	2,918	3,972	4,747	4,060	69,077	49,290	55,472	50,265	24	12	12	12
TOTAL	6,755	8,767	9,959	9,574	305,892	315,698	373,542	453,178	45	36	38	47
PME	4,450	3,510	4,263	3,507	17,347	14,092	15,589	11,612	4	4	4	3
TOTAL REACH	11,205	12,277	14,222	13,081	323,239	329,790	389,131	464,790	24	27	27	36

Professional Military Education

PME

JSOU provides academic support to formal PME courses conducted by recognized military and government (U.S. or international) schools, colleges, institutions, and universities. PME support, as an instructional category, provides the most influence of general purpose force knowledge of SOF and associated operational capabilities.

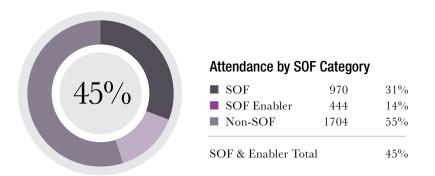
Stu	udents
Stu	udent Contact Hours 11612
Tot	al Iterations 71
U.S	S. Military Students 2303
	Officer77%
	Enlisted23%



Student Demographics

USA	775	25%
USAF	834	27%
USN	531	17%
USMC	149	5%
USCG	14	$0^{\circ}/c$
CIV	379	12%
CTR	104	3%
IA	50	$2^{\circ}/c$
INT'L	303	10%

PME SCHOOL OR EDUCATION CENTER	STUDENTS	STUDENT CONTACT HRS
Air War College	12	108
CAPSTONE & APEX	302	1082
CANSOF SOCNORTH Symposium	99	1584
Joint Forces Staff College	1118	2704
Other	247	1836
Naval Special Warfare	241	863
School Visit	250	1046
U.S. Air Force Special Operations School	365	923
U.S. John F. Kennedy Special Warfare Center and School	143	372
USSOCOM CDR Guest Speaker Program	730	1095
AY17 Total	3507	11612

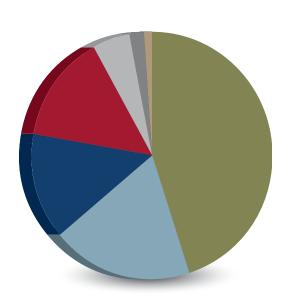


Online Distance Learning

DL

Many courses involve some aspect of distance learning. Some of the most popular courses are available with continuous enrollment as a self-paced online course. Others are blended courses, which reduce seat time, incorporate online engagement, and provide a forum for key concepts. Resident courses also use the e-Campus for alumni sites, assignment submission, and collaborative classroom projects.

JSOU offers ISOF, I2W-DL, and JSOTF entirely online. Two JSOU-EA courses, Joint Fundamentals and Enterprise Management are instructor-led and completely online.

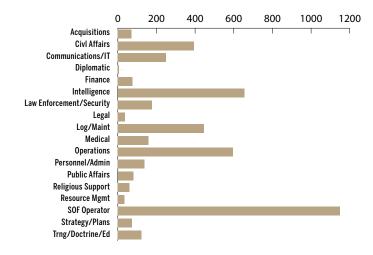


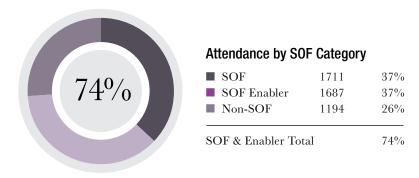
Student Demographics

USA	2133	45%
USAF	911	19%
USN	678	14%
USMC	666	14%
USCG	1	0%
CIV	228	5%
CTR	99	2%
IA	16	0%
INT'L	30	1%



Student Career Specialties





DISTANCE LEARNING	STUDENT CONTACT HRS	STUDENTS
Introduction to Irregular Warfare Distance Learning	24936	3117
Introduction to Special Operations Forces	44726	418
Joint Special Operations Task Force Course	31040	388
Joint Fundamentals Course	9633	507
Enterprise Management Course	15696	436
AY17 Total	126031	4866

International Engagement

IE

International

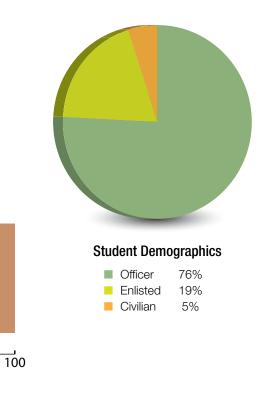
Students by

Method of

Instruction

JSOU's Institute for International Education provides TSOCs and combatant commands with focused security cooperation efforts that directly support theater plans. Through both residence courses in Tampa and MET events conducted in-country, JSOU responds to requests for education at the operational and strategic levels that engage our partner nations and, when appropriate, build partner capacity and capability. These events are not funded by MFP-11 funds, but rather are made possible through a variety of security cooperation funding authorities and appropriations such as the Combating Terrorism Fellowship Program, Title 10 section 2282, the Countering Terrorism Partnership Fund, Counter Drug Funding, and many others.





JSOU INTERNATIONAL ENGAGEMENT PROGRAM

20

Formal Course

(CONUS)

40

(OCONUS)

	Officer	Enlisted	Civilian/Other	Total Students	Contact Hours	Avg Hrs./Student	# Countries Represented
Formal Course (CONUS)	240	15	15	270	19199	71	55
Formal Course (OCONUS)	1225	414	84	1723	81730	47	51
ONLINE	19	8	3	30	329	11	11
PME	292	1	10	303	2252	7	60
TOTAL	1776	438	112	2326	103511		

60

Formal Course Online

80

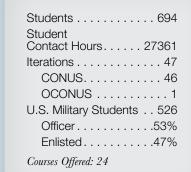
PME

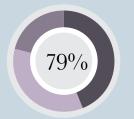
College of Special Operations CSO

CSO is organized into four departments: the Department of Special Operations Undergraduate Studies, Department of Special Operations Graduate Studies, Department of PME Support, and the USSOCOM Library.

Its primary responsibilities are to develop and deliver postsecondary-level education in special operations-relevant topics for USSOCOM, support the Service and joint PME intermediate and senior schools with special operations expertise and curricula, and provide JSOU with a library consisting of physical and online materials coupled with information specialists articulate in research methods. Collectively, the goal of the CSO'sprograms are to advance profession-related knowledge in a variety of subjects and disciplines and through research support.

Courses in CSO are designed to broaden participant's knowledge and understanding of special operations while meeting timing requirements of the overall SOF enterprise. Simply put, the courses provide members the needed education at the essential time in their career.





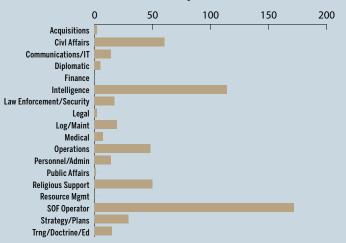
Attendance by SOF Category

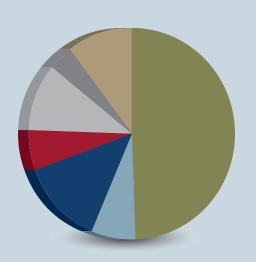
■ SOF 44% ■ SOF Enabler 35%

Non-SOF 21%

SOF & Enabler Total 79%

Student Career Specialties





STUDENT DEMOGRAPHICS

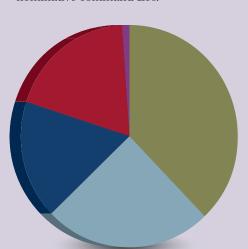
340 49% USA USAF 52 7% USN 92 13% USMC 40 $6^{\circ}/_{\circ}$ USCG 2 $0^{\circ}/_{0}$ CIV 69 10%П CTR 29 $4^{\circ}/_{\circ}$ IΑ 70 10% INT'L $0^{\circ}/_{\circ}$



Enlisted Academy

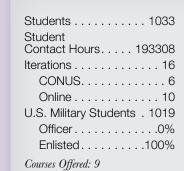
JSOU-EA designs, develops, and implements joint SOF enlisted PME by incorporating the USSOCOM CEP. Enlisted SOF operators and select enablers are taught how to strategically understand and appreciation the future SOF operating environment. The program educates enlisted leaders from the four SOF Service components into a joint learning environment using a blended learning model that combines instructor-facilitated distance learning with resident classroom instruction. Joint educational areas include strategic thinking, national security policy and strategy, doctrine, defense enterprise, management, business application, theater strategy and campaigning, contemporary operations, and enterprise-specific topics.

JSOU-EA has established articulation agreements providing transferable undergraduate and graduate-level college credit. The department consists of four enlisted PME progressive education continuums: the Joint Fundamentals Course for E6s, Enterprise Management Course for E7s, the Joint Special Operations Forces Senior Enlisted Advisor (JSOFSEA) for E8s, and the Summit Course for nominative command E9s.



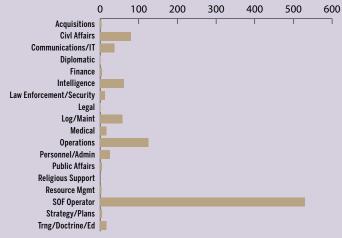
STUDENT DEMOGRAPHICS

USA	392	38%
USAF	255	25%
USN	171	17%
USMC	197	19%
USCG	4	0%
CIV	0	0%
CTR	1	0%
IA	3	0%
INT'L	10	1%





Student Career Specialties

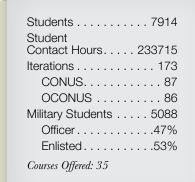


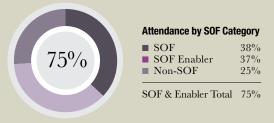


Center for Continuing Education CCE

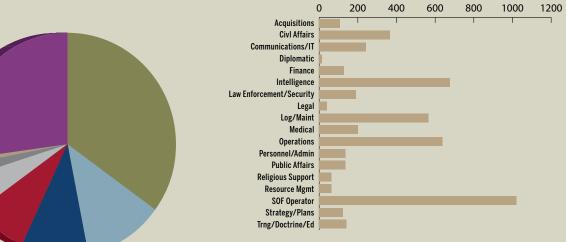
CCE conducts tailored, joint education that prepares military and civilian personnel for staff and planning duties at or in support of the USSOCOM enterprise. The center is also responsible for conducting formal courses and METs that fill specific joint special operations educational requirements. The courses and METs are held at TSOC locations, components, and on the JSOU campus.

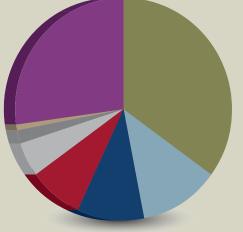
The center is responsible for providing academic support for TSOCs, geographic combatant commands (GCCs), and USSOCOM security cooperation priorities with partner nation and allied SOF, SOF enablers, and interministerial members. This is achieved through resident courses, mobile education teams, symposia, and topical seminars and workshops conducted at the operational and strategic levels.





Student Career Specialties





STUDENT DEMOGRAPHICS

	USA	2735	35%
	USAF	935	12%
	USN	787	10%
	USMC	629	8%
	USCG	2	0%
	CIV	423	5%
	CTR	175	2%
	IA	43	1%
	INT'L	2080	27%



JSOU Factbook 2017 JSOU Factbook 2017 37

GLOSSARY

AY Academic Year

CCE Center for Continuing Education

CEU Continuing Education Unit

CHEP Certified Higher Education Professional

CIV Civilian

CONUS Continental United States

CSO College of Special Operations

CSS Center for Strategic Studies

CTFP Combating Terrorism Fellowship Program

CTR Contractor

CRC Curriculum Review Committee

DHS Department of Homeland Security

DoD Department of Defense

EUCOM European Command

FDC Faculty Development Course

ISD Instructional Systems Design

JECC Joint Enlisted Curriculum Conference

JKO Joint Knowledge Online

JSOFSEA Joint Special Operations Forces Senior Enlisted Academy

JSOU Joint Special Operations University

JSOU-EA The Joint Special Operations University Enlisted Academy

MFP Major Force Program

NATO North Atlantic Treaty Organization

NAVSPECWARCOM Naval Special Warfare Command

NORTHCOM Northern Command

NSHQ North Atlantic Treaty Organization Special Operations Forces Headquarters

OCONUS Outside Continental United States

PACOM Pacific Command

PME Professional Military Education

PTEC Partner for Training and Education Centre

SEL Senior Enlisted Leader

SES Senior Executive Service

SOCAFRICA Special Operations Command Africa

SOCCENT Special Operations Command Central

SOCEUR Special Operations Command Europe

SOCKOR Special Operations Command Korea

SOCNORTH Special Operations Command North

SOCPAC Special Operations Command Pacific

SOCSOUTH Special Operations Command South

SOF Special Operations Forces

STRATCOM Strategic Command

TRANSCOM Transportation Command

TSOC Theater Special Operations Command

UCWV University of Charleston West Virginia

USA United States Army

USAF United States Air Force

USAFRICOM United States Africa Command

USASMA United States Army Sergeants Major Academy

USASOC United States Army Special Operations Command

USCENTCOM United States Central Command

USCG United States Coast Guard

USMC United States Marine Corps

USN United States Navy

USSOCOM United States Special Operations Command





JOINT SPECIAL OPERATIONS UNIVERSITY

7701 Tampa Point Blvd., Bldg. 5200, MacDill AFB, FL 33621 socom.mil/jsou | 813.826.3586